

Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)

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**The Strategic Framework Facilitation
for the
Centers of Excellence Program**

Final Report

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NOTE TO READER

The original report, submitted in December 2002, has had supplemental comments and recommendations added to its text and to its ANNEXES for the January, June, July, and August of 2003 meetings that were conducted subsequent to the report's original submission.

Data Page

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- Objectives
- Opportunities
- Resources
- SMART Goals
- Strategic Plan
- Strategic Planning Process
- Strategy
- Strengths
- SWOT Analysis
- Threats
- Time-Orientation
- Vision Statement
- Weaknesses

Abstract

Under King Abdullah II, the Government of Jordan has continued the open economic policies started by the late King Hussein, to accelerate Jordan's entry into the global economy. To assist the private sector in its economic development efforts, USAID through its AMIR-Jordan program is assisting specific economic-oriented ministries and agencies to help them in moving beyond their traditional roles as regulators of industry and commerce and into roles of facilitators of national economic and social development. To aid in this effort, AMIR has developed a Center of Excellence Program to help bring a culture of excellence to these organizations by assisting them to adopt best practices in several areas of government operation. The first group of ministries and agencies selected for the program include the Ministry of Planning, the Jordan Institute of Standards and Metrology, the Ministry of Industry and Trade, the Ministry of Information and Communication Technology, the Telecommunication Regulatory Commission, the Jordanian Investment Board, the Jordan Export Development Corporation, and the Customs Department.

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ACRONYMS AND ABBREVIATIONS

COE = Center of Excellence

Customs = Department of Customs

EJADA = European Jordanian Development Agency

JEDCO = Jordan Export Development

JIB = Jordan Investment Board

JISM = Jordan Institute of Standards and Metrology

MIT = Ministry of Industry and Trade

MoICT = Ministry of Information, Communications, and Technology

MOP = Ministry of Planning

PSPI = Private Sector Policy Initiative, AMIR II

TRC = Telecommunication Regulatory Commission

EXECUTIVE SUMMARY

Background

The Government of Jordan, under King Abdullah II, has continued the open economic policies started by the late King Hussein, has accelerated Jordan's entry into the global economy, and has recently adopted a new, socio-economic plan which, among other things, espouses private-sector led economic development based on private investment.¹

To assist the private sector in its economic development efforts, work has begun to assist specific economic-oriented ministries and agencies to help them in moving beyond their traditional roles as regulators of industry and commerce. His Majesty's government is encouraging them to adopt more proactive roles in attracting new investors and enterprises to Jordan. To aid in this effort, AMIR has developed a Center of Excellence Program to help bring a culture of excellence to these organizations by assisting them to adopt best practices in several areas of government operation.

The first group of ministries and agencies selected to receive assistance from AMIR and to be assessed for the COE Program include the Ministry of Planning, the Jordan Institute of Standards and Metrology, the Ministry of Industry and Trade, the Ministry of Information and Communication Technology, the Telecommunication Regulatory Commission, the Jordanian Investment Board, the Jordan Export Development Corporation, and the Customs Department. Because of the possible expanded or changed roles of these Jordanian organizations, assistance for effective strategic planning has been chosen as a major sub-component of the COE Program.

Summary of Activities

In initial meetings conducted during the second and third weeks of December, 2002 and the first two weeks in January, 2003, this consultant, along with the AMIR COE staff engaged in the tasks of assessing the various levels of implementation of the "best practices" in the strategic planning process within the above mentioned agencies. A process for improving the usefulness of current strategic plans, where they existed, was developed by the newly established COE Teams in each organization and the upgrading process began during the first two weeks in January of 2003. A glossary of agreed-upon strategic planning terminology has been developed and utilized in the facilitation meetings. Also a Strategic Planning Matrix was created to use as a framework and a numbering system for final planning reports. From June 20 through August 20, a series of meetings were held with each organization. The following ten step strategic planning process was undertaken: 1. Planning to Plan; 2. National Goals ; 3. Vision of Ideal Future; 4. Mission; 5. Objectives ; 6. Model Operations; 7. Performance Review; 8. Gap Analysis; 9. Action Plans ; and 10. Review and Update. All parts of each organization's strategic plan were completed with the exception of the *Action Plans*. Those are underway and are being monitored and evaluated by the COE staff and Mu'taz Al Taher, Jordanian strategic planning consultant.

¹ SOW: Strategic Framework Support

Conclusion and Recommendations

Most of the employees and leadership of the government organizations currently being assisted by the COE Program seem enthusiastic and appear to have a great willingness to improve their management skills and operational results through a proper strategic planning framework. The advantage of taking the leaders of these organization's through a "thought process" is that they have been forced to systematically think about their agency's future and how they might help shape that future by making the organization more productive. Though new, the Center of Excellence has the potential of being a model program for USAID. The program was well managed and the various elements of the program were executed effectively. Only minor fine tuning of the details of the program need to be undertaken.

It is recommended that:

- The Center of Excellence program is considered for other Jordanian organizations as well as agencies in other nations.

LIST OF PREPARATORY INTERVIEWS BY CONSULTANT

- Steve Wade, Director, AMIR
- Greta Boye, PSPI Component Leader
- Andrew Kaiser, COE Program Manager, AMIR
- Hatem Tieby, COE Senior Program Advisor
- Leen Alam, COE Program Advisor
- Aref Al-Farra, Policy Analyst, PSPI-MIT/AMIR
- Arwa Al Mothaffar, Consultant, AMIR
- Farouq Hadidi, MIT Secretary General
- Fawaz Zubi, MoICT Minister
- Glenn Wood, Customs AMIR
- Hala Bsaiso Lattouf, MOP Secretary General
- Hatem Tieby, COE Program Advisor, AMIR
- Leen Alam, COE Program Advisor, AMIR
- Michael Hyndman, Consultant AMIR
- Mu'taz al Taher, Jordanian Strategic Planning Consultant
- Muna Nijam, Chair, Telecommunication Regulator Commission
- Barry O'Connell, AMIR Consultant for PSPI Component
- John Knott, AMIR Consultant for Customs Department
- Michael Krstic, AMIR Consultant for Customs Department
- John Howard, AMIR Consultant for Customs Department
- Brad Fusco, AMIR Consultant for PSPI Component
- Jamal Olaimat, AMIR Customs Specialist

SUMMARIES OF CENTER OF EXCELLENCE AND FACILITATED STRATEGIC PLANNING MEETINGS

Customs Department

Summaries Of Facilitated Strategic Planning Meetings

January 11, 2003

Andrew Kaiser, COE Manager for AMIR II and Larry Milner, AMIR consultant, conducted the COE explanation meeting and Meeting One of the Strategic Planning Process. A very operation-oriented agency, the Customs employees appear not to normally think strategically. Eng. Marwan Gharaibeh, an exception to that description, fortunately is heading up the COE team. We believe progress can be made by carefully working with other AMIR Consultants John Knott, Michael Krstic, and John Howard. Meeting Two will be scheduled in late February. (Cancelled because of the Iraqi War). I recommend we provide Arabic translation services at subsequent Customs strategic planning meetings.

June 24 through July 17, 2003

After a four-month delay, Andrew Kaiser, Larry Milner, Hatem Tieby, and Mu'taz Al Taher conducted a series of strategic planning meeting with the Customs Department staff. John Knott and John Howard, custom expert consultants, along with Jamal Olaimat, AMIR's customs specialist, participated in the meetings or were kept inform on the progress. These meetings included a review of the national goals as established by His Majesty King Abdullah II and compiled by the COE staff from public pronouncements; the development of written vision and mission statements; written objectives, the design of a model agency; a SWOT analysis; and instructions on how to develop the department's action plans. Mu'taz Al Taher is assigned the task to follow up on the complete development of the agency's action plans.

Philosophy of the Customs Department

New Vision Statement: In five years the Customs Department will be among the world's best customs administrations implementing e-customs operations and providing excellent customs services.

New Mission Statement: The Customs Department will provide excellent, transparent and accountable customs services that meet the requirements of comprehensive development and keeps up with developments on the local, regional and international levels.

New Objectives:

- Provide advanced electronic Custom Department's services
- Improve efficiency for revenue collection
- Protect the society and the environment from hazardous materials
- Combat smuggling and illegal trade activities, including protection of Intellectual Property Rights
- Organize and facilitate trade movement, including maximization of compliance by traders, clients and citizens
- Organize and monitor movement of people and transport vehicles across borders
- Promote investment and enhance competitiveness of local industries
- Efficient and effective human, financial and technical management of resources

Conclusions on Customs Department

The mid-level managers of the Custom Department are competent and enthusiastic about improving their agency. Extremely good interchange was witnessed during the strategic planning session with many excellent innovations and improvements recommended by the participants. The action plans are in the process of being completed and a marked improvement should be seen in the agency's performance. It is recommended that John Knott and John Howard carefully

study the final Strategic Plan report for the Customs Department so they can make additional technical refinement or recommendations.

Jordan Export Development Corporation

Summary of Facilitated Strategic Planning Meetings

January 13, 2003

Andrew Kaiser, Leen Alam, and Larry Milner met with a very large group of JEDCO employees headed by their Acting Director General Dr. Salah Ghumaim. Also Barry O'Connell and Brad Fusco, AMIR consultants were present. The executive director reported that JEDCO has a strategic plan that has been in place for a few years; however, reviewing and updating needs to be undertaken. Assignments were made to ask each to study the present strategic plan and to develop vision and mission statements.

June 23, 2003 through July 20

After a four-month delay, Andrew Kaiser, Larry Milner, Leen Alam, and Mu'taz al Taher conducted three strategic planning meeting with the JEDCO staff. These meetings included a review of the national goals as established by His Majesty King Abdullah II and compiled by the COE staff from public pronouncements; the development of written vision and mission statements; written objectives, the design of a model agency; a SWOT analysis; and the beginning of action plans. Al Taher is assigned the task to follow up on the complete development of the agency's action plans.

Philosophy of the present JEDCO

New Vision Statement: In three years JEDCO will have become the national organization to provide assistance and support for enterprises to enhance competitiveness and export capabilities.

New Mission Statement: JEDCO will build its capacity to provide information, technical and financial assistance and services, along with partners, that will be valuable for enterprises to be competitive and advance their products and services by improving their operation capabilities that will improve that national economy.

New Objectives:

- Trade services and facilities
- Establish regional offices locally and abroad
- Develop enterprises to increase their output and employment
- Exports will exceed 500 million JD
- Expand special and untraditional markets
- Increase capabilities of local suppliers to link with large industries in Jordan
- Upgrade the quality and standards of goods and services
- Conduct market research for local and international markets
- Conduct promotional campaigns in local market
- Find new human, financial and technical resources for enterprises

Conclusions on JEDCO

This corporation's governing law will be transformed by the new laws governing the organization and by current Jordanian administration. The agency's role and staff will more than likely change considerably over the next few months. At the writing of this report, the morale and the attitudes of the managers of JEDCO are somewhat negative on their agency's future and their own personal careers. The many uncertainties caused by the change in the law may be affecting the output of the agency, however, to give the management credit, they are working hard to try to continue to contribute to the economy of Jordan.

Jordan Institute of Standards and Metrology (JISM)

Summary of Facilitated Strategic Planning Meetings

December 16, 2002

Larry Milner met with Director General Dr. Ahmad Thogan Hindawi in a preliminary meeting to discuss the Center of Excellence Program and its sub-component strategic planning. Andrew Kaiser and Hatem Tieby of AMIR were in the meeting. Dr. Hindawi was very enthusiastic about the COE Program and pledged his support of the JISM COE Team efforts. The meeting of the JISM COE Team took place immediately following the initial meeting with Dr. Hindawi.

December 16, 2002

The first Facilitated Strategic Planning Meeting was conducted, which included the COE Program and Strategic Planning Process Power Point Presentation. Attending the meeting were Dr. Ahmad Hindawi, Director General, Mr. Salem Quhawi, Assistant Director General, Mr. Salmeh Katarneh, Director of Control Department, Mr. Mohammad Issam Asha, Director of Metrology Department, Mr. Nimer Idris, Director of Precious Metals Department, Mr. Nidal Zayadeen/ Director of Planning and Management Development Department, Mrs. Futoon Ramadan/ Director of Certification Department, Miss Nada Bitar/ Director of Laboratories Department, Rula Madanat/ Director of the Information Center/ Chairperson COE Team, Abdul Hamid Alwan/ Accreditation Unit/ member COE Team, Ola Zawati/ Accreditation Unit/ member COE Team, Mai Al-Qaisi/ Planning and Management Development Department/ member COE, and Ola Mobideen / Planning and Management Development Department/ member COE. Also participating in the meeting was Mu'taz al Taher, consultant with EJADA, who has been developing a very sophisticated strategic plan for JISM. The outcome of the meeting was to have Mr. Taher conduct another of his strategic planning process meetings prior to January 1, 2003 to finalize his efforts. Then on January 8 (date changed to January 11), a second Facilitated Strategic Planning Meeting will be conducted where the Taher Plan would be reviewed and additional steps would be agreed upon.

January 11, 2003

Larry Milner and Leen Alam attended a meeting at the Intercontinental Hotel where the Jordanian consultant Mu'taz al Taher conducted a strategic planning session for JISM with the assistance of the AMIR personnel. Mr. Al Taher did an outstanding job of facilitating in Arabic the strategic planning process. Because most of the steps in the planning process were accomplished using international best practices standards for planning, this consultant recommended to Andrew Kaiser that Mr. Al Taher be contracted to complete the plan and provide strategic planning technical assistance when needed for the COE program. Further, this consultant recommends that Mr. Al Taher be contracted to assist with strategic planning efforts with other COE partners as well.

January 13, 2003

Meeting at the AMIR offices, the JISM strategic planning team discussed with Kaiser, Alam, Al Taher and Milner the agreed-upon procedures to complete the strategic plan that Al Taher had begun. Mr. Al Taher will meet with JISM on January 19 to complete the final stages of the plan. Leen Alam will meet with the various department heads. The final draft will be presented to the COE staff for recommendations and refinement during February.

June 29, 2003 – July 6, 2003

Larry Milner and Andrew Kaiser met and designed and added to the COE Strategic Planning Power Point Presentation a new section on Monitoring and Evaluating Strategic Plans.

July 6, 2003

Milner met with the COE Team and planning staff of JISM and presented ideas and comments on monitoring and evaluating strategic plans. A practice session was held for the JISM representatives and the work with JISM was completed.

Philosophy of JISM

New Vision Statement: JISM will be a distinguished center of excellence in the area of standardization and related fields by its commitment to apply internationally accepted best management and technical practices; by its quality of service and products and responsiveness to the needs, expectations and requirements of the economic sectors and consumers; thus, positively contributing to ensuring the safety and well being of the society as well as to be enhanced competitiveness of the national economy.

New Mission Statement: JISM plays a proactive role as the regulatory entity that aims to protect the interests, health, and safety of citizens and environment and to enhance the competitiveness of Jordanian products in the global market, thereby contributing to the development of the national economy of Jordan.

New Objectives: Because JISM's Strategic Plan was developed under a contract with EJADA, the terms of the strategic plan do not fit the COE terminology, and thus JISM's objectives are not included in this report.

Comments on JISM

Because of the professionalism demonstrated by Dr. Hindawi and his management team, it is the conclusion of this consultant that JISM is a good example for other Jordanian government departments and ministries to follow. The high caliber of employees and the motivation that the leadership provides to the staff shows what can be achieved by becoming a center of excellence.

Jordan Investment Board

Summary of Facilitated Strategic Planning Meetings

January 15, 2003

Andrew Kaiser, Leen Alam and Larry Milner conducted COE Strategic Planning Meeting One. Also in attendance was Barry O'Connell, AMIR Technical Assistant Consultant for JIB. JIB's top management team attended the session. The group enthusiastically participated in the discussions and Meeting Two will be held in February. (Postponed for the Iraq War) Mr. O'Connell stated that recommendations are being considered that would totally restructure JIB, therefore, considerations of those changes will have to be considered in future strategic planning meetings.

June 30, 2003 to July 20, 2003

After a four-month delay, Andrew Kaiser, Larry Milner, Leen Alam, and Mu'taz al Taher conducted a series of strategic planning meeting with the JIB staff. These meetings included a review of the national goals; the development of written vision and mission statements; written objectives, the design of a model agency; a SWOT analysis; and a training session of the development of action plans. Al Taher is assigned the task to follow up on the complete development of the agency's action plans.

Philosophy of JIB

New Vision Statement: In five years, the Jordan Investment Board will be the leading government corporation, having achieved economic prosperity through sustainable development by becoming the nation's ultimate investment generator for this region.

New Mission Statement: The Jordan Investment Board is (1) a world-class international promotion agency offering one-stop services for licensing, customs and tax exemptions, and valuable information to potential and existing investors; and (2) is a dynamic organization committed to utilizing marketing strategies to promote Jordan as an attractive, stable, centrally located business environment with diversified investment sectors and with trade agreements that provide access to large consumer markets and investment protection agreements.

New Objectives:

- Become the highest standard and model for Jordanian Government offices by becoming a world-class investment promotion organization.
- Adapt successful and latest trends in foreign direct investment.
- Become one of the top investment promotion agencies in the world.
- Position Jordan as a business friendly environment.
- Change the perception of Jordan.
- Increase marketing programs.
- Target 800 million foreign direct investment and domestic direct investment to Jordan.
- Develop a methodology to measure delivery against targets of number of projects, investment amounts and employment created.
- Develop a tracking mechanism.
- Develop the investment environment.
- Support the national economy by attracting investments.
- Reduce the unemployment rate by ten percent.
- Improve the goals in order to reach the three pillars of citizen centered, results focused and transparent.
- Benefit from results in order to develop the goals of JIB.
- Activate and streamline facilitation process.

- Prepare an efficient marketing strategy.
- Identify the competitive sector.
- Continuous evaluation of targeted sectors that would meet the national goals.
- Increase the BIT's.
- Provide information to investors.
- Promote Jordan's competitive advantage.
- Build partnerships with other organizations.
- Expand JIB's offices overseas.

Conclusions on JIB

The Jordan Investment Board's enthusiastic strategic planning team was cooperative and extremely interactive in developing a new plan for the agency. Innovative ideas were brought forth and continuous discussion of the organizational philosophy leads this consultant to conclude that JIB has the capability be a strong contributor to achieving future economic growth and job creation for Jordan. Other stakeholders have not been quite as enthusiastic about JIB's attitude, especially from the higher management. It remains to be seen if the Center of Excellence team can translate the philosophy and the activities of the Strategic Planning Process into improved outputs by the agency.

Ministry of Industry and Trade (MIT)

December 11, 2002

Larry Milner, AMIR consultant, met with Secretary General Farouq Hadidi in his office at MIT. In the meeting were Mr. Hadidi, Andrew Kaiser, Leen Alam, and Aref Al-Farra of AMIR. Also Jim Barnhart, Acting Director of the Economic Opportunities Office of USAID was present. The concept of the *Center for Excellence* and its sub-component of Strategic Planning were discussed. It was agreed that another session would be necessary to make certain that the Secretary-General has a full grasp of the concept and would move the process of Strategic Planning forward.

December 14, 2002.

A second meeting with Secretary General Hadidi was held in his office. He expressed concerns that the sub-component of Strategic Planning was pre-eminent in the minds of his staff, thereby causing confusion about the COE Program. He asked for Mr. Kaiser to conduct a Center of Excellence presentation in Arabic with MIT's twenty department heads. It was agreed that the concept of the sub-component of Strategic Planning would be introduced to the group at a Facilitated Strategic Planning Meeting to be scheduled in January of 2003. The MIT staff was scheduled to meet with Hatem Tieby and Leen Alam on Saturday, December 21, however, that meeting was cancelled and will be rescheduled at a later date.

January 3-16, 2003

Several additional efforts were made by the COE staff to conduct the initial Center of Excellence explanation session with the MIT managers; however, such efforts were cancelled. Thus, strategic planning facilitation has yet to begin at the MIT.

June 22, 2003

The first in the COE series of strategic planning meetings was held with most of the MIT directorates. It was not a satisfactory meeting in that this consultant did not have sufficient background information to properly assess the ministry's past efforts to develop a strategic plan. Resistance almost immediately surfaced to the idea of proceeding through the normal strategic planning process. Mixed signals came from the Secretary General and with other members of the management staff. The conclusion was reached to have additional background discussions prior to proceeding with the strategic planning process.

July 7, 2003

In another meeting with Secretary General Hadidi, it was decided to analyze the already developed action plans of the agency. An agreed-upon set of criteria for judging the plans was established. Aref, Leen, and Mu'taz translated and checked the plans against the criteria: the action plans must have specific activities and programs, measurable indicators, and achievable assumptions; the plans must also indicate the availability of human and financial resources; and the plans must set deadlines for activities and programs.

July 28, 2003

After a delay caused by the appointment of a new minister for the department, another meeting with Secretary General Hadidi was held. He reviewed and approved the Action Plan Analyses and agreed to set up future meetings with the MIT COE Team and the agency's directorates. The purpose of the meetings will be to fine tune the action plans and bring each of them up to normal strategic planning levels.

Conclusions on MIT

The Ministry of Trade has a Strategic Plan for 2002-2006. It has the basic elements of a good plan; however, it lacks many elements, are good beginnings toward developing an "actionable" operating plan that can be used by staff to manage the work of MIT. Most of the Directorates' Action Plans leave out important planning elements such as responsibilities, specific activities,

costs estimates, deadlines, and other key indicators. The 17 plans that were reviewed also used different definitions for the same planning terminology. Also some of the objectives appear to be rather vague and some of the activities are not very specific. After refining the action plans, coordinating those with the vision, mission, and objectives of MIT, and then receiving approval of the recommended changes, the Strategic Plan for 2002-2006 along with the newly upgraded Action Plans should be printed and distributed as a new document to each of the employees and stakeholders of the ministry.

Ministry of Information, Communications, and Technology (MoICT)

December 17, 2002

Larry Milner met with the Minister Fawaz Zubi in his office at MoICT. In the meeting was Jim Barnhart of USAID, Andrew Kaiser and Hatem Tieby of AMIR, the Secretary General of MoICT Nadia Al Saed. The Minister pledged his full support of the COE Program and its sub-component of Strategic Planning.

December 17, 2002

Immediately following the meeting with the Minister, a meeting of the COE Team took place and the COE Program concept was explored in detail. It was decided to conduct the first Facilitated Strategic Planning Meeting on December 18 at 3:00 P.M. in the AMIR Conference Room.

December 18, 2002

The first Facilitated Strategic Planning Meeting was held with MoICT personnel including: Nadia Nader, Razan Fasheh, Amna Al-Kilani, Nadia Al Sheed, Roger Guidrand, Yuousef Saoun, Zina Nimeh, and Mahroud Khasawneh. Andrew Kaiser introduced the concept of the COE Program. Then an introduction of the Strategic Planning Process was presented. Assignments were given for developing vision and mission statements and developing a model organization for each department. The next meeting of the group will be in early January. MoICT has a strategic plan that was completed in May of 2002. A review of that plan was completed in September of 2002. Copies will be distributed for review to both the MoICT COE Team and the AMIR staff.

January 6, 2003

The MoICT Team met in the AMIR Training Room and went through Meeting Two of the Strategic Planning Process. An enthusiastic and intelligent group of employees developed vision and mission statements.

The mission statement reads:

MoICT will be an ICT champion that articulates the policy of the Government of Jordan with respect to post, telecommunication, and information technology through setting policies, promoting awareness and investment and sponsoring the implementation of e-government while serving as a model for good governance.

Assignments for Strategic Planning Meeting Three will be the completion of the drafts of model operations and objectives. MoICT's employee attitude and educational level is enhancing the Strategic Planning process, which is moving along at a very good pace.

June 24, 2003 to July 28, 2003

After a four-month delay, Andrew Kaiser, Larry Milner, Leen Alam, and Mu'taz al Taher continued the series of strategic planning meetings with the MoICT staff. These meetings included another review of the national goals; the rewriting of the group's earlier efforts in developing vision and mission statements; and objectives. The group then designed a model agency; and went through a SWOT analysis. A training session for developing action plans was conducted by Larry Milner and Mu'taz Al Taher. Mr. Al Taher has now been assigned the task to follow up on the complete development of the agency's action plans.

Philosophy of MoICT

New Vision Statement: An Information and Communications Technology Sector in Jordan in which the market is given the widest possible scope to contribute to improved services and to the economic growth of the country." It is the policy of the Government of Jordan to give the

Information and Communications Technology (ICT) market incentive to contribute significantly to economic and social development by creating the legal, institutional, and commercial environment in which the ICT market is nurtured, grown, and sustained.

New Mission Statement: MoICT will be an ICT champion that articulates the policy of the Government of Jordan with respect to post, telecommunication, and information technology through setting policies, promoting awareness and investment and sponsoring the implementation of e-government while serving as a model for good governance.

New Objectives:

- Bridge the digital divide
- Develop and promote the ICT Sector
- Implement e-government. program
- Privatize the Post
- Build education network
- Liberalize telecommunications market
- Grow IT exports
- Empower human resources
- Grow IT companies
- Promote ICT use in people's lives as a main driver in the economy
- Attract investment
- Create job opportunities
- Infrastructure
- Empower human resources

Conclusions on MoICT

The Ministry of Information Communication Technology is well on its way to becoming a center of excellence. With strong leadership at the top and an intelligent, dedicated management cadre, MoICT should be able to produce excellent results for Jordan.

Ministry of Planning (MOP)

December 12, 2002

Larry Milner met with Secretary General Hala Bsaiso Lattouf in her conference room at the MOP. The Center of Excellence Team of MOP was present in the meeting along with Andrew Kaiser and Hatem Tieby of AMIR. Mr. Kaiser explained the details of the Center of Excellence program and it was agreed that the first Facilitated Strategic Planning Meeting would be conducted on December 19 at 3:00 PM at the MOP. Her Excellency Lattouf was very determined to move the process of the COE assessment forward as rapidly as possible.

December 19, 2002

The first Facilitated Strategic Planning Meeting was held with MOP personnel including Secretary General Ms. Hala Lattouf, Mr. Maher Madadha - Assistant Secretary General/Finance and Administration. Mr. Tayseer Smadi - Director of Policy and Research, Mr. Naser Shraideh - Director/ Aid Coordination Unit-Technical Support Unit, Mr. Amin Khleifat - Political Advisor (attended part of the meeting), Mr. Naseem Rahahleh - Director/Competitiveness Unit, Sherif Abdullah Bin Zeid - Advisor to the minister, Ms. Wijdan Kayyali - Director/ Admin Development and Training Dept., Mr. Ghaith Madadha - Researcher/Editor, Ms. Diana Al- Tayyeb - Training Coordinator, Ms. Ghada Khamis - Researcher, and Eng. Mustafa Zahran - Coordinator. Andrew Kaiser introduced the concept of the COE Program. Then a discussion of the strategic planning process was held. Assignments for the agency participants were given asking each to write a vision and a mission statement and to develop a model organization for each department within the agency. The next meeting of the group will be in early January when participants will be asked to discuss their assigned tasks. MOP has developed some strategic plans in the recent past; however; the implementation of these plans has not been consistent or particularly useful for the agency employees on a day-to-day operational basis. Also a study by the Philadelphia Consulting group has outlined options for vision and mission statements. A review of those statements will be made at the January meeting.

January 13, 2003

The strategic planning Meeting Two was conducted in the offices of MOP with the Secretary General Hala Lattouf present along with the members of the MOP COE Team. The assignment of writing vision and mission statements had been completed. An in-depth discussion of these statements was conducted and further refinements were made to the two earlier drafts.

June 24, 2003 to July 31, 2003

The series of strategic planning meetings with the MOP's staff were conducted. These meetings included another review of the national goals applicable to the agency; the rewriting of the group's earlier efforts in developing vision and mission statements; and objectives. The group then designed a model agency; and went through a SWOT analysis. A training session for developing action plans was conducted by Larry Milner and Mu'taz Al Taher. Mr. Al Taher has now been assigned the task to follow up on the complete development of the agency's action plans.

Philosophy of MOP

New Vision Statement: The Ministry of Planning will have shaped a conducive and enabling environment to achieve higher sustainable socio-economic development for all Jordanians.

New Mission Statement: The Ministry of Planning will be a driving force for guiding and coordinating governmental socio-economic policies, programs and priorities, as well as enhancing and developing international cooperation for addressing those goals.

New Objectives:

- Establishing specific time-bound targets
- Implementing specific, measurable results
- Designing and developing plans and programs
- Enhancing donor relations
- Funding loans
- Monitoring outcome exchanges
- Ensuring project effectiveness and implementation
- Monitoring donor-funding projects
- Increasing competitiveness

Conclusion on Ministry of Planning

MOP, a strongly hierarchical organization, is proceeding through the strategic planning process at a relatively slow rate, however, the members of the team are engaging in discussions and the planning process. A change in key management has caused some concern as to the future direction of the strategic planning process. Mu'taz Al Taher has been assigned the duty of finalizing the departmental action plans.

Telecommunications Regulatory Commission

January 12, 2003

Andrew Kaiser, Hatem Tieby, and Larry Milner met with Muna Nijem, Chair of TRC, Fadi Kawar, Commissioner of TRC, Bob MacDonald and Ken Donaldson, AMIR consultants to explain the COE program. Ms. Nijem was very enthusiastic about the program and expressed her desire to “build a firewall around TRC’s innovative ideas that would be discussed during the strategic planning process. It was agreed that the COE staff would be extremely careful with her confidential information.

January 15, 2003

Meeting One of the COE Strategic Planning program was begun at the TRC offices. However, during the first presentation by Andrew Kaiser, Ms. Nijem was called away for an emergency situation. Further discussion was postponed until Ms. Nijem could be present. The preliminary assessment of TRC is very positive and the department seems to be ready for innovation and structure. Hatem Tieby will meet with the COE Team and will hand out the assignments for writing vision and mission statements for the Strategic Planning meeting two to be conducted during Larry Milner’s next visit in February.

July 6, 2003 to July 21, 2003

After a four-month delay, the COE staff continued the series of strategic planning meetings with the TRC staff. These meetings included another review of the national goals; the rewriting of the group’s earlier efforts in developing vision and mission statements; and objectives. The group then designed a model agency; and went through a SWOT analysis. A training session for developing action plans was conducted by Larry Milner and Mu’taz Al Taher. A subsequent training meeting was held with TRC’s in-house planner, Muna Hakooz. She is working with TRC’s department heads to develop each action plan. Mu’taz Al Taher has now been assigned the task to follow up on the complete development of the agency’s action plans.

Philosophy of TRC

New Vision Statement: In four to five years, the Telephone Regulatory Commission will have contributed to the well-being of all Jordanians by becoming a self-sustaining, transparent, and global organization that has led the nation in the advancement of Information Communication Technology (ICT) by evolving with and adapting to the technology marketplace and will have transformed itself from being a government regulator into the role of serving as a proactive facilitator.

New Mission Statement: The TRC will have achieved its vision by implementing transparent, equitable and superior regulatory processes and services for Jordan’s ICT sector for the benefit of both the consumers and the industry.

New Objectives:

- Open competition and promote investment in the fixed and wireless telecommunications markets through issuance of new licenses and sound regulatory procedures
- Have radio spectrum management policies that are clear and consistent to the market and that match international standards
- Facilitate investment and innovation in new segments in the presently underdeveloped market by ensuring flexible and transparent regulation.
- Develop a postal regulatory unit that plays a key role in the reform of the postal sector

- Transform TRC into “the place to work” through the establishment of best practices in hiring and retention policies
- Develop an efficiency matrix to make TRC a well managed organization

Conclusions on TRC

TRC is becoming a strongly hierarchical organization because of the management style of the top manager. The COE team is proceeding through the strategic planning process at a relatively rapid rate, however, from the sample Action Plans that have been submitted as of this date, there is a long way to go before developing the sophistication and the culture of strategic planning within the organization. Mu'taz Al Taher has been assigned the duty of finalizing the departmental action plans and incorporating them into the TRC Strategic Plan.

ANNEX ONE

CENTER OF EXCELLENCE PROGRAM AND FACILITATED STRATEGIC PLANNING MEETING AGENDA

Working Agenda

Ministry Name

Time - December 2002

- I. Introductions
 - A. Planning Team Members
 - B. AMIR II Personnel
 - C. Consultant
- II. Centers of Excellence Program Explanation
- III. Overview of Strategic Planning
 - A. Sources of Power
 - B. Entrepreneurial Government
- IV. Strategic Planning Process
 - A. Discussion of Ministry's Current Plan
 - B. Ministry's Internal Environment
- V. Expectations
 - A. Time Line
 - C. Resources
 - D. Next Meeting Logistics

ANNEX TWO

STRATEGIC PLAN TEMPLATE

- I. Shared Vision Of Ideal Future For The Ministry
 - A. Description Of The Ministry In The Future
 - B. What the Ministry Wants To Become
- II. Ministry's Mission Statement
 - A. Reason For Ministry's Existence
 - B. What The Ministry Will Do
- III. Ministry's Core Values
 - A. Citizen Centered
 - B. Results Focused
 - C. Transparent
- IV. Objectives as outlined in law
- V. Action Plans (SMART Goals And Outputs)
 - A. Specific Action Item
 - B. Measurable Elements
 - C. Accountability
 - D. Resources Required
 - E. Time Lines and Deadlines
- VI. Monitoring and Evaluation Measurements

ANNEX THREE

STRATEGIC PLAN PROCESS

- 1. Planning to Plan*
- 2. National Goals*
- 3. Vision of Ideal Future*
- 4. Mission*
- 5. Objectives*
- 6. Model Operations*
- 7. Performance Review*
- 8. Gap Analysis*
- 9. Action Plans*
- 10. Review and Update*

ANNEX FOUR

CENTER OF EXCELLENCE AND STRATEGIC PLANNING POWER POINT PRESENTATION OUTLINE

SLIDE ONE

Centers of Excellence
COE MEETING ONE

SLIDE TWO

COE Program
Changes in Government

20th Century

Stable, large, rigidity, process driven, vertical structure, consensus, hierarchy

21st Century

*Continuous change, speed, responsive, flexible, results driven, virtual integration, constructive
contention,
leadership from within*

SLIDE THREE

COE Program Vision
Our Mission
•Facilitate transformation of select partner institutions into certified Centers of Excellence

SLIDE FOUR

COE Program Approach
Combine Forces

SLIDE FIVE

Strategic Planning Process
*Part of the Leadership Criteria of the
Centers for Excellence*

SLIDE SIX

His Majesty's Vision for Jordan
 "...our foremost priority ... comprehensive development."
 •improving our economy
 •modernizing state institutions
 "Positive results reflected
in the quality of life for our citizens."
 -Statements by His Majesty
 King Abdullah II

SLIDE SEVEN

Statements from
Jordan Vision 2020

● By 2020, double per capita Gross Domestic Product from 1,100 dinars at the turn of the century to 2,200 dinars.

● Through meaningful, well-paying jobs.

National Strategy

- Viable public and private partnerships
- Focus on technology
- Domestic and foreign direct investments
- Create an abundance of exportable, knowledge-based, value-added products and services.
- World-class standards

SLIDE EIGHT

National Goal

Having activated all economic sectors and built an outstanding countrywide infrastructure, by 2020 the nation's skilled workforce will have become competitive in the world markets.

SLIDE NINE

National Goals

This globally competitive Jordan will have resulted from:

- legislative and regulatory reforms,
- upgrading efficiency of government and business enterprises,
- developing local capital markets, and
- consolidating public finances.

SLIDE TEN

Results

Jordanians will have succeeded in making themselves a recognized center of excellence in the global economy.

-His Majesty King Abdullah II

SLIDE ELEVEN

Changes in Government

20th Century

Stable, large, rigidity, process driven, vertical structure, consensus, hierarchy

21st Century

Continuous change, speed, responsive, flexible, results driven, virtual integration, constructive contention,
leadership from within

SLIDE TWELVE

Sources of Power

- Strength
- Wealth
- Information

SLIDE THIRTEEN

Center of Excellence Program

Facilitating a transformation
into a Center of Excellence
that is driven from within
by valuable information.

SLIDE FOURTEEN

Culture of Excellence

- Citizen Centered
- Results Focused
- Transparent

Creates

Entrepreneurial Government for the Global Economy

SLIDE FIFTEEN

Strategic Planning Process

1. Planning to Plan
2. National Goals
3. Vision of Ideal Future
4. Mission
5. Objectives
6. Model Operations
7. Performance Review
8. Gap Analysis
9. Action Plans
10. Review and Update

SLIDE SIXTEEN

Strategic Planning Framework

- Role in achieving National Goals
- A vision of the organization's ideal future
- A mission statement to achieve its vision
- Specific objectives to achieve its mission
- A determination of needed inputs
- A visualization of desired outputs
- Actions plans to produce desired results
- End result: Annual operating plan

SLIDE SEVENTEEN

Strategic Planning Process

1. Planning to Plan

SLIDE EIGHTEEN

The Purpose of

COE MEETING ONE

SLIDE NINETEEN

Today's Agenda

- Review Past and Current Formal and Informal Strategic Plans - Successes and Difficulties for Next Time
- Review Ministry's Internal Environment for Planning
- Examine Team's Expectations
- Decide on Time Line
- Review Resources
- Review Logistics

Assignments for

SLIDE TWENTY

COE MEETING TWO

2. National Goals

3. Vision for your organization

4. Mission of your organization

5. Objectives

SLIDE TWENTY-ONE

COE MEETING TWO

2. National Goals

This globally competitive Jordan will have resulted from:

- Legislative and regulatory reforms,
- Upgrading efficiency of government and business enterprises,
- Developing local capital markets, and
- Consolidating public finances.

SLIDE TWENTY-TWO

Which national goals and priorities is your organization charged with?

3. Vision of Ideal Future

- What the organization wants to be
- Core Values: Learning Organization – Leading by Example - Staff Empowerment - Stakeholders Focused

SLIDE TWENTY-THREEExamples of
Vision Statements

- In five years from today, the Australian Local Government Managers Association will become the peak professional body for aspiring managers.
- The vision for the North Tennessee Workforce Board is to deliver an employer-led workforce system providing employers with qualified and responsible employees.

SLIDE TWENTY-FOUR4. Mission
Statement should tell

- Why the organization exists
- How the organization intends to act to fulfill its role

SLIDE TWENTY-FIVEMission Statement
Should identify

- primary service, regulatory and/or policy functions
- target clients
- techniques for providing service

SLIDE TWENTY-SIXExample of
Mission Statement

The fundamental purpose of the Ministry of Information Technology is to provide services of such quality in the area of telecommunications that our constituents will receive superior value, our employees and partner ministries will share in our success, and our taxpayers will benefit from sustained economic growth.

SLIDE TWENTY-SEVENAssignments for
COE MEETING THREE

5. Objectives
6. Model Operations
7. Performance Review
8. Gap Analysis

SLIDE TWENTY-EIGHTCOE MEETING THREE
5. Objectives

- Establishing specific targets
- Accomplishing targets by specific time
- Achieving agreed-upon milestones
- Implementing specific, measurable results

SLIDE TWENTY-NINE

Examples of Objective

- GDP will grow by 5% over the next five years.
- The unemployment rate will be reduced by 5% per year over the next five years.
- The crime rate will be reduced by improving our law enforcement capabilities through better training within the next two years.

SLIDE THIRTY

6. Model Organization

Your idea of a model department

- By each program
- By critical indicators of success
- By major steps necessary to achieve mission

SLIDE THIRTY-ONE

7. Performance Review

Identify

- Strengths and Weaknesses
- Opportunities and Threats
- Measure current performance to performance targets
- Output - how each output contribute toward organizational objectives that achieve national goals
- Inputs – allocated in accordance with strategic goals

SLIDE THIRTY-TWO

8. Gap Analysis

Identify

- gaps between current performance and desired performance

SLIDE THIRTY-THREE

Assignments for COE MEETING FOUR

9. Action Plans that produce SMART results:

- Specific
- Measurable
- Achievable
- Resources
- Time Lines

SLIDE THIRTY-FOUR

COE MEETING FOUR

9. Action Plans

Plans that produce SMART

Results are:

- Specific
- Measurable

- A chievable
- R esources
- T ime Lines

SLIDE THIRTY-FIVE

9. Action Plans

- Determine appropriate organizational structure
- Identify other groups that must support efforts
- Assign tasks to function or line managers
- Create communication plan
- Identify needed management approaches, styles and modifications
- Identify needed modifications in motivation, rewards, training, knowledge systems, processes and tools
- Develop budget for each action plan

SLIDE THIRTY-SIX

10. Reviews and Updates

Set up a regular monitoring and evaluation process for your Strategic Plan.
Keep the monitoring and evaluation process as simple as possible.

SLIDE THIRTY-SEVEN

What Should You

Monitor and Evaluate?

- Increased productivity
- Improved effectiveness
- Enhanced quality of service
- Timeliness of your work

SLIDE THIRTY-EIGHT

Why Monitor and Evaluate Your Plan?

- To help you make better decisions.
- To allow you to make better performance appraisals
- To foster responsibility among managers.
- To improve public service performance.
- To stimulate public interest in your work.
- To make public discussions more factual.

SLIDE THIRTY-NINE

What Gets Measured Gets Done.

- If you don't measure results, you cannot tell success from failure.
- If you can see success, you can reward and learn from it.
- If you cannot see success, you are probably rewarding failure.
- If you can recognize failure, you can correct it.
- If you can demonstrate results, you can win public support.

SLIDE FORTY

Ten Steps for

Monitoring and Evaluating (M & E)

- Determine decision makers and processes for M & E.
- Identify Action Plan to be monitored and evaluated.
- Identify indicators for inputs, outputs, efficiency, and productivity.
- Determine appropriate time frame and amount of data to be collected for M & E (monthly, quarterly, and/or annually).
- Collect data and report performance based on indicators.

SLIDE FORTY-ONE

Report Results

of M & E

- Make recommendations for maintaining current Action Plans or for changing Plan.
- Determine who or what is causing changes to be made.
- Determine if changes should be made.
- Analyze and update Plan.
- Inform all interested parties of changes.

SLIDE FORTY-TWO

How Will You Judge Success?

- What are the indicators for inputs, outputs, efficiency, and productivity?
- What are the quantitative or qualitative elements that have to be achieved for you to know you are being successful?

SLIDE FORTY-THREE

Indicator Examples

- Quantitative: Overall financial performance comparing revenue and expense projections to actual revenues and expenditures expressed as a ration.
- Qualitative: Is action plan implementation time actually coinciding with planned time for revenues and expenditures.

SLIDE FORTY-FOUR

Indicator Example

- Quantitative: Productivity increases by employees as expressed by agreed-upon targets for outputs.
- Qualitative: Do the outputs meet the standards of excellence set by the agreed upon project.

SLIDE FORTY-FIVE

M & E

Case Study

Look at www.4citizenhelp.com
Mecklenburg County 2002
State of the County Report

Managing for Results
Performance Scorecard

SLIDE FORTY-SIX

Ask Yourself Five Key Questions During M & E

- Is the Action Plan being achieved or not, and is it on time and on budget?
- Should the deadlines be changed and resources added?
- Is the Plan still realistic?
- Should the Action Plan be changed?
- 5. Does the Action Plan still fit within the vision and mission of the organization?

SLIDE FORTY-SEVEN

Strategic Planning Process Review

1. Planning to Plan
2. National Goals
3. Vision of Ideal Future
4. Mission
5. Objectives
6. Model Operations
7. Performance Review
8. Gap Analysis
9. Action Plans
10. Review and Update

SLIDE FORTY-EIGHT

Strategic Planning Process Results

- Annual Operating Plan
- Day-to-day Activities
- Specific Action Plans
- Measurable Results
- Accountability
- Needed Resources (Budget)
- Deadlines
- COE Accreditation

SLIDE FORTY-NINE

Combine Forces

SLIDE FIFTY

Toward becoming a

Center of Excellence

ANNEX FIVE

STRATEGIC PLANNING ACTION PLAN MATRIX

Strategic Planning / Action Plans

Specific Outputs & Actions (for the objectives)	Measurable Indicators	Achievable & Realistic assumptions	Resources		Responsibility	Time Frame				
			Fin.	HR		2003				2004
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Objective 1:										
Objective 2:										
Objective 3:										
Objective 4:										
Objective 5:										

